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**THE RELATIONSHIP BETWEEN PAY, PROMOTION, SUPERVISION,  
NATURE OF WORK AND JOB PERFORMANCE AMONG EMPLOYEES IN  
SALES AND SERVICE ORGANIZATION**

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## ABSTRACT

This study examines the relationship between pay, promotion, supervision, nature of work and job performance among the employees of Sales and Service Organization. The purpose of this study is to identify the level, relationship and influence of pay, promotion, supervision, nature of work and job performance on employees. Quantitative research method were used in the research to collect data from 167 respondents. The data gathered from this study were analysed using the Statistical Package for the Social Science (SPSS) Version 23. The result had shown the level of pay, promotion, supervision, nature of work and job performance among the employees are at moderate level and found significant relationship between pay, promotion, supervision, nature of work and job performance. The nature of work has a very high influence on an employee's job performance and followed with supervision, promotion and pay. In conclusion, this study provides a better understanding of the relationship between pay, promotion, supervision, nature of work and job performance. In short, organization has gained benefit and knowledge due to this study.

**Keywords:** Pay, Promotion, Supervision, Nature of Work, Job Performance

## ABSTRAK

Kajian ini menilai hubungan antara gaji, kenaikan pangkat, penyeliaan dan sifat kerja dengan prestasi kerja di kalangan pekerja dalam bidang jualan dan perkhidmatan. Tujuan kajian ini adalah untuk mengenal pasti tahap kepuasan kerja, hubungan serta pengaruh gaji, kenaikan pangkat, penyeliaan dan sifat kerja terhadap prestasi kerja. Kaedah penyelidikan kuantitatif digunakan dalam penyelidikan ini untuk mengumpulkan data daripada 167 responden. Data yang diperoleh daripada kajian ini telah dianalisa dengan menggunakan perisian SPSS Version 23. Keputusan telah mendapati bahawa tahap kepuasan kerja di kalangan pekerja adalah sederhana dan mempunyai hubungan positif yang signifikan di antara gaji, kenaikan pangkat, penyeliaan, sifat kerja dan prestasi kerja. Sifat kerja mempunyai pengaruh yang sangat tinggi terhadap prestasi kerja dan ini diikuti dengan penyeliaan, kenaikan pangkat dan gaji. Kesimpulannya, kajian ini memberikan pemahaman yang lebih baik kepada syarikat mengenai hubungan antara gaji, kenaikan pangkat, penyeliaan, sifat kerja dengan prestasi kerja. Dengan ini, ia menunjukkan bahawa syarikat memperoleh manfaat dan pengetahuan melalui kajian ini.

**Kata Kunci:** Gaji, Kenaikan Pangkat, Penyeliaan, Sifat Kerja, Prestasi Kerja

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This study focuses on the purpose and objective of pay, promotion, supervision, nature of work and its relationship with the employees' job performance in organization. This section will cover the research background, problem statement, research questions, research objectives, scope of the study, significance of the study, key definitions and also the organization of the thesis.

#### **1.2 Background of the Study**

Job performance of the employees within an organization is becoming a vital concern for the organizational management. Employee job performance has always been a main challenge in an organization, accepting effective ways to encourage employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is the main objective of every business organisation (Lee & Wu 2011). It is therefore believed that employee performance is instrumental to organisational growth and profitability. The employees are regarded as the major business resources that facilitate the daily activities and operations of an organisation (Mudah & Rafiki, 2014). Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction in order to enhance their productivity and attain overall organizations objectives (Indermun & Bayat, 2013). Therefore, organizations are concerned about the relations between employee and the level of satisfaction and considered to be critical issue in relation with organization performance and improvement.

Job satisfaction is an issue for most organizations; whether in public or private organizations or in highly developed or underdeveloped countries (Rehman et al., 2013). At recent times, due to the adaptations of approaches to changes in organizational management; e.g. organizational structures and cultures, the competitiveness in the market leads to stronger focus on the job satisfaction and performance of the employees. Job satisfaction is highly correlated with overall happiness of the employees and it is also one of the main components for better work performance. It can be related with the satisfaction of pay package received by employees, promotion and advancement, relationship with superior or even the job that they perform. Employees are among the leading factors that determine the success of an organization in a competitive environment.

An employee who is satisfied with his/her job will have positive attitudes, perform his/her duties well and be committed to his/her job and subsequently benefitting his/her organization. “It is important for employers to understand the issues that could have affect their employees' job satisfaction level since it could bring impact on the performance of the organization as well” (Awang, et al., 2010). This positive attitude will increase the quality of employee's job performance.

An employee with continuance commitment finds it difficult to leave his/her organization due to the insecurity of the undetermined ‘opportunity cost’ of leaving the organization or having few or no alternatives. “Employees with a high level of commitment, therefore, remain a member of the organization because they need it” (K.Nath Gangai et al., 2014). Highly committed employees are more likely to perform beyond their duty to be the best of their ability. Committed employees also likely to remain in their employment for a longer period, reject competitive job

offers, will not actively look for other employment and may even recommend the company to others. “If employee commitment is managed effectively, it can lead to beneficial consequences such as increased effectiveness, performance, productivity, decreased turnover and absenteeism” (K.Nath Gangai et al., 2014).

The technology development and globalization trend, as well as new business practices, continuously brings impacts to the organizations in Malaysia. Many companies are facing intensive challenges in improving the employee's job satisfaction in terms of pay, promotion, supervision and nature of work. This issue faces competitive advantage and at the same time difficulties to retain their key employees. Some of the successful organizations realize that employee retention is important to sustain their competitiveness and growth. An organization with low employees' satisfaction is vulnerable to both internal and external challenges because the employees will not be giving the extra mile to maintain the organization's stability. Hence, satisfying the employees are important for every organization.

According to the survey done by “JobStreet.com” in September 2012 on Employee Job Satisfaction in Malaysia, 78% of the respondents claimed that they were unhappy with their current job (Figure 1.1). Among some of the factors that lead to their unhappiness were the job scopes, salary, working hours, company policies and benefits, relationship with colleagues and also a relationship with the superiors. Dissatisfaction with their job scope was the top reason many felt unsatisfied at work. Most of these unsatisfied employees said that they felt that they are overworked or that their work is unchallenging.



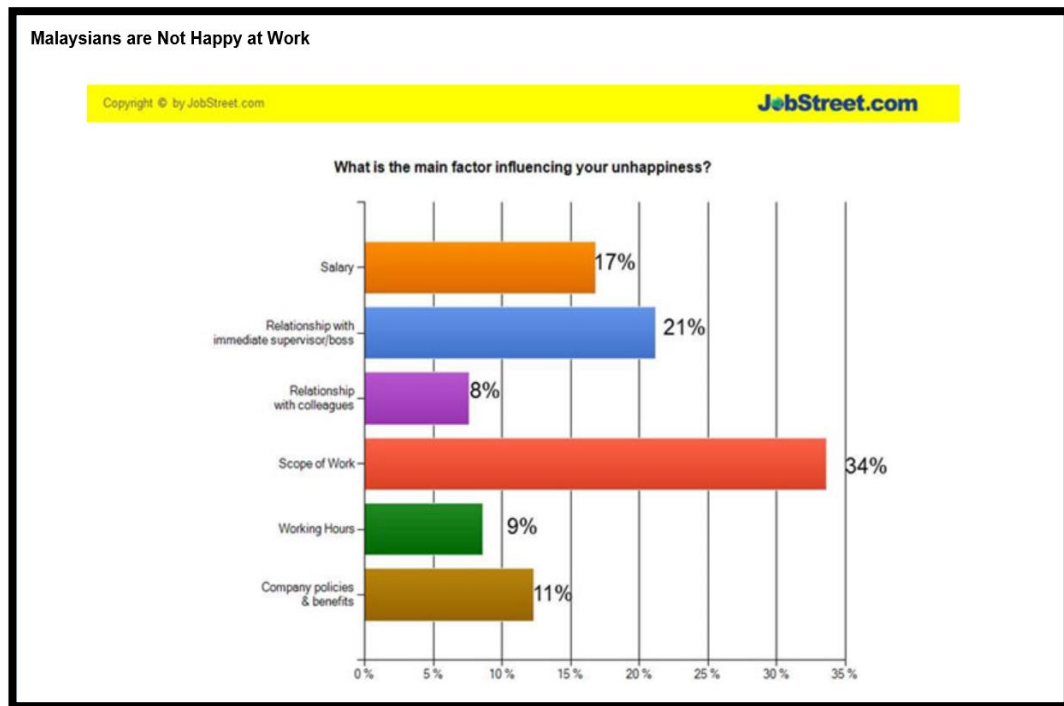


Figure 1.1  
*Malaysians are Not Happy at Work*

In year 2015, a similar survey was done by “JobStreet.com” on Employee's Job Satisfaction in Malaysia, a staggering 74% of the respondents claimed that they were not satisfied with their current jobs (Figure 1.2). However, the results showed some slight improvement compared to the above survey which conducted in September 2012. Despite the 4% improvement, the number of dissatisfying employees was still high. A majority have revealed that the main cause for this dissatisfaction is due to poor leadership and management in companies. These resulted in higher number of unhappy employees leaving their companies in less than 3 years.

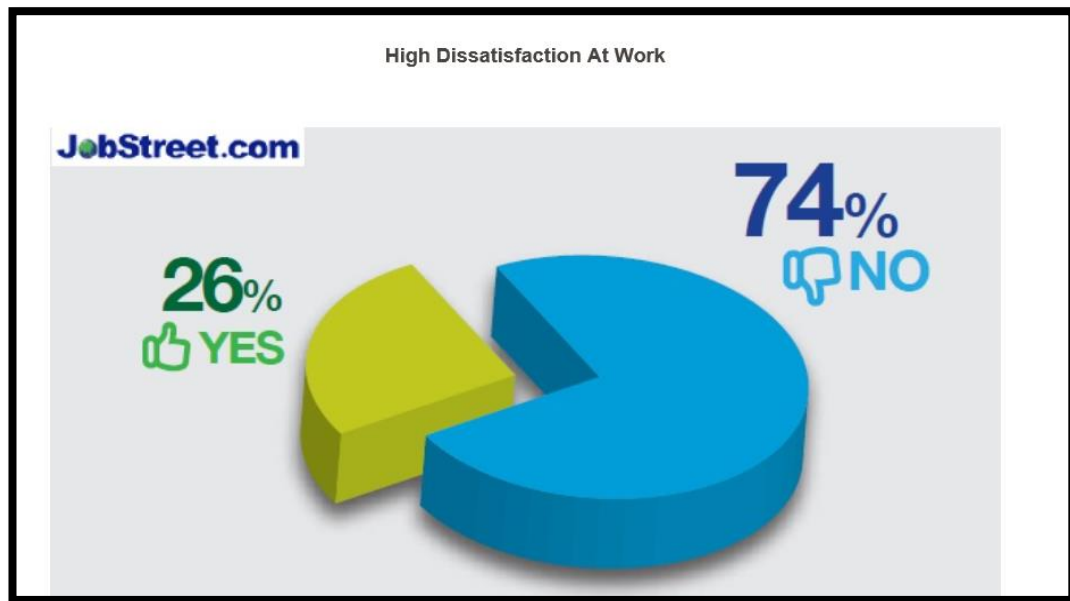


Figure 1.2  
*High Dissatisfaction at work*

Therefore, the above comparisons of surveys clearly state satisfaction on pay, promotion, supervision and nature of work are the factors that would induce the employee to work in the long-term period. Otherwise, the organization or firm would have to face low job performance from the employees. For this reason, the organization should give importance to employees' job satisfactions for better job performance.

### 1.3 Problem Statement

A pleasant workplace may lead to satisfaction of employees and can motivate them to perform well in the organization. Likewise, the leading air-conditioning sector in Malaysia is in a difficult situation to come out with methods or ways that can make their employees feel more satisfied working in the organization. They are fully aware that employees play the major role in making the organization as a market leader in the air-conditioning sector. Hence, organization is moving forward to satisfy their employees to perform effectively and achieve satisfactory performance.

Employee turnover rates have become a situation nationwide in this fast moving phase. Information gathered from the Human Resource Department on the turnover rate in Company AB has been increasing year by year for the past three years are shown on below Table 1.1.

Table 1.1  
*Turnover rate in Company AB*

Year	Total Employee	Total Resignation	Resignation (%)
2015	261	36	14%
2016	286	47	16%
2017	312	61	19%

*Source: AB Human Resources Department (2015, 2016, 2017)*

Based on the year-end report, employees who have left the organization given reasons for their resignations such as better job offers as they were dissatisfied with their current salary, lack of career development, not properly rewarded with promotions, dissatisfaction with superiors and the environment or the job scope. Dissatisfied employees are disinterested to perform have influenced the performance of the organization.

For current employees, referring to yearly assessment majority of the employees fell in the average score category during the assessment of the job performance. In Company AB, performance scale ranking would be from A to E; A for excellent performance while E is for poor performance with majority of the employees falling in the C category. Employee's feedback on the report reveals that, they are unsatisfied with the salary package that is provided to them, that includes the benefits as well. Besides, some of the employees also have misunderstanding with the immediate superior, unwilling to perform together with the superior. The reports also demonstrations the feeling of the employees on the career development of the

employees and unclear directions for them to move forward as well. Some comments also covers their job scope in the organization. Dissatisfaction on their job that they are involved currently also one of the element that decrease the performance level.

In this scenario, the organization has finally realized that job dissatisfaction could lower job performance among the employees. According to Spector (1997), “the common assumption is that employees who are satisfied with their job could result in higher productivity”. A better work environment could motivate them to perform better than a less encouraging environment. This is because the connection between job satisfaction and job performance is an issue to ponder and debated (Mullins, 1999). It is difficult to explain the relationship between job satisfactions with job performance in terms of whether job satisfaction causes job performance or job performance causes job satisfaction (Judge, Bono, Thoresen & Patton, 2001). Organization need to identify the correct elements that decreased the employees’ job performance in the company.

According to Pushpakumari (2008), a great effort is necessary for the employees to attain high performance in jobs. Satisfied employees tend to be motivated, productive, put more efforts in their duties and delivers high commitment and attitude towards their job. So, basically employee engagement acts as a key indicator in attaining organizational aims and goals. In short, employees’ satisfaction plays a huge role in achieving success of an organization. Therefore, it is important to show the existence of a clear link between employees’ job satisfaction on pay, promotion, supervision, nature of work and job performance through this study.

#### **1.4 Research Questions**

- a) What is the level of pay, promotion, supervision, nature of work and job performance among employees?
- b) What is the relationship between pay, promotion, supervision, nature of work and job performance among employees?
- c) What is the most influential variables (pay, promotion, supervision, nature of work) that predicts employees' job performance?

#### **1.5 Research Objectives**

The objectives of this research are:

- a) To examine the level of pay, promotion, supervision, nature of work and job performance among employees.
- b) To identify the relationship between pay, promotion, supervision, nature of work and job performance among employees.
- c) To determine the most influential variables (pay, promotion, supervision, nature of work) that predicts employees' job performance.

#### **1.6 Scope of the Study**

As stated above, this study basically discusses about the relationship between employees' job satisfaction (pay, promotion, supervision and nature of work) and employees' job performance. The respondents investigated for this study were employees at all levels of Company AB. The purpose of this study is to determine the pay, promotion, supervision, nature of work that influencing employees' job performance in the organization which is being considered as a deciding factor in an

employee's decision to leave the organization or leave performing in the organization. This study also entails a discussion about causes of employee dissatisfaction in an organization.

### **1.7 Significance of the Study**

There have been many researches and studies conducted to investigate the relationship between pay, promotion, supervision, nature of work and job performance of an employee. However, the results derive from this research would help in finding the main cause of dissatisfaction in job among employees in the organization. The new approaches can be used as guidance or reference in future studies to provide deeper understanding about the relationship between pay, promotion, supervision, nature of work and job performance. Further, this study will help organization to understand the level of pay, promotion, supervision, nature of work and job performance among their employees and implement plans to fulfill their employees' expectations. This study will suggest the organization ways to improve their employees' ability to perform to their satisfaction and bring the best out of employees. Furthermore, this research attempts to act as a mirror to reflect the lacking factors when comes to satisfying employee needs and improving employee job performance.

### **1.8 Definitions of Key Terms**

**Job performance** refer to the act of doing a job assigned by an individual, where its main purpose is to achieve a set of goals that set up within the job role or organization (Campbell, 1990).

**Job satisfaction** refer to the attitudes and feelings people have about their work, positive and favourable attitudes towards the job lead to engagement and therefore leads to satisfaction (Armstrong, 2009).

**Pay** is the “payment for work, which can assume a number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay and benefits in kind” (Heery and Noon, 2001).

**Promotion** refers to shifting of employee for a job of higher significance and higher compensation (Lazear, 2000).

**Supervision** can be defined as how the supervisor treat the employee in term of praises, the employee good work, seeking the advice from the employee, understanding the nature of the employees work as well as giving the employee enough supervision and the same time shows good example to the workers (Opkara, 2002).

**Nature of work** refers to “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results” (Robbins et al, 2003).

## **1.9 Organization of the Thesis**

The content of this study is divided into five chapters. The first chapter starts with providing the general introduction about the entire study. It covers, background of the study, problem statement, research objectives, research questions, scope of study, significant of the study and organization of the study.

The second chapter discusses the past literature review related to this study. The literature review covers the topics of job performance, job satisfaction, pay, promotion, supervision and nature of work.

The third chapter explains the methodology used for this research. It includes theoretical framework, operational definitions, data collection procedures and tools, population and sampling, and lastly the techniques of data analysis.

The fourth chapter covers the findings and analysis for the data collected from this study. It presents the response rate, demographic profile, reliability analysis, correlation analysis and multiple regression analysis. All mentioned analysis are done by using SPSS software.

The last chapter presents the discussion of the findings on the research objectives of this study. This chapter also includes the limitation of the study and recommendation for improvement of ideas for future study as well.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses literature review for the relationship between job satisfaction and job performance. The literature review is collected from multiple sources. This chapter will discuss both dependent variables and independent variables. Dependent variable refer to job performance and independent variables refer to pay, promotion, supervision and nature of work.

#### **2.2 Job Performance**

Jex (2002) defined a very general level job performance as “all the behaviours employees engage in while at work”. A fair amount of the employees’ behaviour shown at work is not necessarily related to job-specific aspects. Job performance is how well aspects of job are executed exceeding employers’ expectations. This view was also shared by Berghe & Hyung, (2011) who defined job performance as “how well someone performs at his or her work”. Motowidlo (2003) defines job performance as the “total expected value to the organization of discrete behaviours that an individual carries out over a standard period of time.” Measurement of performance is determined through performance management systems. Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2009).

However, Rotundo and Sackett (2002) went a step ahead and stated that “job performance comprises apparent behaviours that people observe in their job that are important in achieving organisational goals and these behaviours must be pertinent to

the goals of the organisation”. Employee performance is based by the behaviour of the employee and outcomes which come when the tasks of the job are completed by using certain abilities and the results are measured by various scales (Imran & Tanveer, 2015). So, basically the behaviour of employees in the workplace has a direct impact on the business operations and its success.

Abbas & Yaqoob (2009) has stated that “employee performance is key edifice of an organization therefore, aspects that place the grounds for high performance must be scrutinised critically by the organizations for them to succeed”. According to Liao et al, (2012), meaning of job performance “as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes”. It also satisfies the needs for employees to realize themselves. Ahmad and Shahzad (2011), states that “employee performance symbolises the broad belief of the personnel about their behaviour and contributions towards the achievement of the organization. Employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and further stated that compensation practices, performance evaluation and promotional practises as a determinant of employee performance”.

Similarly, Anitha (2013) define “employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organisation as well as its achievement, further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance”. Therefore, employee performance brings about innovation

performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and dedicated human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client satisfaction directly (Sadikoglu & Cemal, 2010).

Job performance also plays a role of the individual's performance on particular objectives that consist of defined standard job descriptions (Murphy and Kroeker, 1988). It depicts behaviours and actions that are managed by the employees which contribute to an organisation's goals (Rotundo and Sackett, 2002). In another word, Campbell et al. (1990) define job performance to "comprise apparent behaviours that people observe in their job that are important in achieving organisational goals, and these behaviours must be related to the goals of the organisation". Contrary to this rigidly behavioural meaning of job performance, Motowidlo et al. (1997) suggest that instead of exclusively the behaviours themselves, performance is behaviours with an evaluative aspect. This definition is in agreement with the dominant technique used to determine job performance which is performance ratings from supervisors and colleagues (Newman, 2004). Motowidlo et al. (1997) call attention to this evaluative in defining the performance domain. So, basically their contention is that employee behaviours have a strongest influence over job performance.

Similarly, Murphy (1989) asserts that "job performance definition should centre on behaviours instead of outcomes since centering on outcome could influence employees to find shortcut to achieve results which can negatively affect the organisation for lack of certain performance behaviours". In this regard Campbell et al. (1993) asserts that, "performance is not the outcome of behaviour, but rather

behaviours themselves”. Simply put, performance comprises behaviours that employees truly engaged which are observable.

On performance, Carmeli (2003) concluded that “intelligent workers are able to manage their emotions to maintain a good mentality to generate better job performance”. Organisations are much concerned about job performance due to the significance of its high productivity at the workplace (Hunter and Hunter, 1984). However, the importance of job performance depends on amount of work, the organisational goals and mission, and acceptable behaviours of the organisation (Befort and Hattrup, 2003).

Katz and Kahn (1978) proposed the difference between in-role and extra-role performance in their performance literature. Smith et al. (1983) emphasized that “an extra-role performance are conceptualised as organisation citizenship behaviour”. Borman and Motowidlo on the other hand propose that there are two main types of job performance namely task and conceptual performance. Task performance explains the implementation of the core functions by individual employee that are formally outlined in his or her job description. However, conceptual performance comprise activities that are volitional and not in the job description through which an employee assists and improves the workplace surroundings. Performance involves the aptitude to see what needs to be done even if it does not clearly form part of one’s outlined job description, and communicating positive behaviours to and among managers, colleagues and stakeholders (Bormand and Motowidlo, 1997). Contextual performance and organisation citizenship behaviour are theoretically identical (Edward et al. 2008). However, their literature emerged separately and depicts slight differences in terms of behaviours, causes, effects and approaches (Organ, 1997).

The extent to which an organisation turns out to be successful hinges on task and contextual performance (Conway, 1999).

### **2.3 Job Satisfaction**

Locke (1976) states that job satisfaction is a “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. This implies that, “happy employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have undesirable attitude toward work which yields low performance result”. Kaliski (2007) says, job satisfaction “can be perceived as feelings of accomplishment and how successful an employee is on his/her job which can have a direct relationship to employee performance as well as wellbeing of the employee”.

Job satisfaction has been described by several authors as how people feel about their job. People are satisfied if they feel good about their job and dissatisfied if the job does not bring any good feeling to the employee. Armstrong (2009) defines job satisfaction as the “attitudes and feelings people have about their work. Positive and favourable attitudes towards the job lead to engagement and therefore leads to job satisfaction”.

According to Aziri (2011), “job satisfaction has to do with how people feel about their job and its various aspects”. It has to do with the extent to which people like or dislike their job. According to Berghe & Hyung, (2011), job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. This means that we are satisfied when our expectations of work are achieved according to what had been set to be attained- either by ourselves or by the organization.

According to Susanty & Miradipta (2013); Kumari, & Pandey (2011), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. Employee job performance automatically increases when he/she keeps a positive attitude at work and organizational commitment. This consequently results in employee job satisfaction and psychological attachment towards organization. Attitude towards our job basically revolves around our feelings, our beliefs, and our behaviours. In summary, job satisfaction or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job.

According to Cook (2008) job satisfaction simply explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. Job satisfaction as an intangible variable could be expressed or observed via emotional feelings. It means that, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not full fill the psychological or physiological needs (Cook, 2008).

Lim (2008) argues that job satisfaction plays significant role in both personal interests and organisation success and therefore valuable to study for multiple reasons. In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt labour behaviour and influence work productivity and therefore worth to be studied (George and Jones, 2008). Nevertheless, job

satisfaction directly impacts the level of employees' commitment and absenteeism at the workplace (Alamdar et al., 2012).

## **2.4 Relationship between Pay and Job Performance**

Pay can be considered as the amount of money that is paid to an employee for the work that he or she has done. According to Heery and Noon (2001), "pay or remuneration is the payment for work, which can assume a number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay and benefits in kind". Pay satisfaction refers to the employee's attitude or how the employee thinks about the pay received. Cobb (2004) says it will depend on the difference between the pay that they expect and pay that they actually acquire. Employees choose jobs that can provide reasonable pay according to their job duties, working experience and also qualification.

Many studies found that there is a positive correlation presence in between the pay and job satisfaction among workers. According to Conway (1985) professional worker have high job satisfaction compare to lower skill workers. Arnold and Feldman (1996) say, pay can have a powerful effect in determining job satisfaction and man has multiple needs and money provides the means to satisfy these needs. Chung (1977) also reminds that if salaries are not market related, this can lead to dissatisfaction and discontent. Nel, Van Dyk, Haasbroek, Schultz, Sono, & Werner (2004) concurs that staff members will compare with other employees to what they put in and get out from an organisation.

As many other studies, Singh (2010) found that pay satisfaction was also perceived as major elements of job satisfaction. Employees are more sensitive in a sense that, while they appreciate non-monetary considerations, monetary benefits become a

necessity rather than an opportunity. In other words, employees are more concerned on satisfying their economic needs. The employers in response allocate majority of the budget on salaries and wages thereby creating a balance between spending and the return of their investment. According to Awan et al. (2014) there is a positive relationship between job satisfaction and employee performance with respect to pay package. Employees' performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system.

Frye (2004) found that "there is positive relationship between equity based compensation and performance". It was further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction (Igalens and Roussel, 1999). The study regarding the job satisfaction level of public sector managers was conducted and it was concluded that the income is the major determinants of job satisfaction (Sokoya, 2000).

The investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al., 2003). Tessema and Soeters (2006) have explained different variables that influence performance of the employees in the organization. They included such as pay, organization commitment, relationship between pay and performance, etc. There are some empirical evidences that there is positive correlation between compensation and performance.



## **2.5 Relationship between Promotion and Job Performance**

Satisfaction in terms of promotion is referred to the employee's satisfaction with fairness of company policy and administration on reassigning an employee to a higher-level job due to a particular reason (Cobb, 2004). According to Arnold and Feldman (1996) the level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes. Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social stays.

Ahmad and Shahzad (2011), says apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and further stated that promotional practises as a determinant of employee performance. According Haslina (2011) and Nimalathasan (2010), "there is positive relationship between promotion and job performance. It can be due to the high level of fair promotion provided lead to opportunities for advancement and growth of the employees is high". This will increase their performance and become more productive in the organization.

However, Hoy and Miskel (1991), warns that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level. According to Nguyen et al., (2003) job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2006) say that there is positive relationship between promotion practices and perceived performance of

employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees.

## **2.6 Relationship between Supervision and Job Performance**

Supervisor is “a front-line manager who is responsible for the supervision of employees” (Heery and Noon, 2001). The job scope for a supervisor is to assign work to the employees fairly, provide advice and feedback to the employees regarding their job performance and evaluate employees’ performance on the job as well as fill in the appraisal form for them (Resheske, 2001). Through Herzberg’s study, the supervisor is found to be the source of satisfaction, but also a frequent source of dissatisfaction. Early studies on job satisfaction concluded that supervisor factors were the most important determinants of work attitudes, but later studies showed that the importance of supervision was overrated (Vroom, 1967).

A study done by Shokron and Naami (2009) found out that there was a positive relationship between supervision and job performance. Those researchers stated that the employees could perform better and be more satisfied with their tasks when they received clear guidance from their supervisor. Employees prefer the supervisor to provide them quality guidance related to their job. Supervisor support defines how the employees feel the supervisor values their contributions and to which degree they feel the supervisors offer concern and encouragement (Babin & Boles, 1996). According to Baron and Greenberg (2003), if workers view their superiors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

Brunetto and Farr-Wharton (2002) concluded that supervision of the immediate manager increases the level of job satisfaction in the public sector employees. The productivity and performance of subordinates can be improved with managerial actions and supervision. The recognition of the achievements by the supervisors leads toward job satisfaction and is useful to solve the problems (Yen and McKinney, 1992). The past study by Moorhead & Griffin (2010) state that a good supervisor should be able to recognize the needs of employees, assists employees to accomplish those needs and inspire them to achieve high performance in the organization.

Okpara (2004) conducted the study of IT managers and found that job satisfaction among managers can be increased with the help of supervision. It was differently found that social relation, supervisor's relationship has little influence on job satisfaction at workplace (Brown and McIntosh, 2003). It was further found that job satisfaction is not the result of satisfaction with supervisors (Roelen et al., 2008). The recognition of the subordinate attainment by the supervisors enhances their job satisfaction level and also useful for solving the day to day problems. The productivity and performance of the subordinates is significant toward the managerial actions and supervision of the workers (Yen and McKinney, 1992).

According to Chakrabarty, Oubre, and Brown (2008), "perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done." Although the support of supervisor is not very critical in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001).

## **2.7 Relationship between Nature of Work and Job Performance**

According to Locke (1995) work refers as what is done by somebody, the nature of the work also refers to the working environment of the workers and their perception about the job itself that they are responsible for doing and he studied that the work itself has positively correlated with the satisfaction of employee. Robbins et al. (2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Jobs matched with the competencies and that are mentally stimulating are liked by the employees.

The definition of the nature of work for this research is how the employee perceives their current work whether as fun, comfortable, challenging or respect by others. Employee may be totally happy with the job conditions and the people they work with; but may dread the nature of work. Arnold and Feldman (1996) found that ‘nature of work’ will play a critical role in determining how satisfied an employee is with his or her job. Moreover, some staff members may view their job as tedious and less stimulating. Nel et al (2004), indicates that people would rather prefer a job that is interesting, challenging and would create opportunities.

A study done by Arham et al (2011) found out that there was a positive relationship between nature of work and job performance, stated that the interests and challenges of nature of work were related to increase the employees’ job performance. The meaningfulness of job, autonomy of job, and the job challenges are likely to lead or influence the employees to contribute or perform well in their job. According Ramayah et al (2001) duty of supervisor or manager is to make work meaningful for

their employees so that they can be satisfied with their job and due to these employees will show positive response in the performance.

## **2.8 Conclusion**

The preceding discusses on issues relating pay, promotion, supervision, nature of work and employee attitude toward job performance. Job satisfaction elements is key variable which should be of concern to managers in organisations as it has the potential to influence behaviours and subsequent productivity in their organisations. The discussion puts forth job factors which stimulate job satisfaction and job dissatisfaction among employees. It can be ascertained that, employees will extend effort to increase job performance if they are satisfied.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter will discuss about theoretical framework, research design, population and sampling along with measurement, data collection procedures and data analysis.

#### 3.2 Research Framework

According to Sekaran & Bougie (2013) “research framework is classified as the main foundation for the entire research paper”. Analysis of research questions, objectives and a review of past studies were taken into account in coming up with this research framework. This framework covers the pay, promotion, supervision and nature of work that may have impacted on the job performance among the employees in the organization. In this study, pay, promotion, supervision and nature of work are identified as independent variable and job performance is identified as dependent variable. The research framework for this study is shown in Figure 3.1.

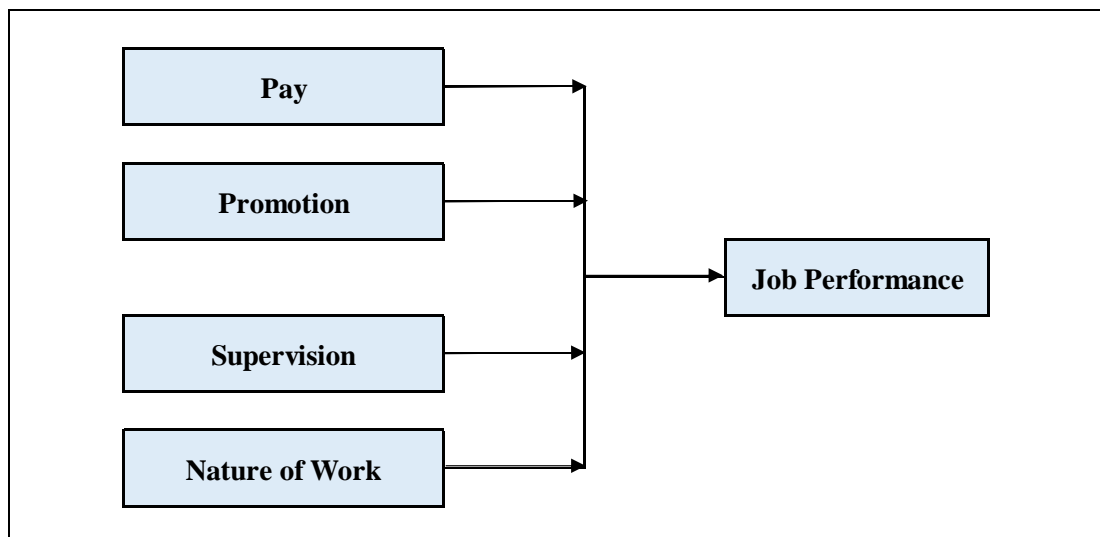


Figure 3.1  
*Research Framework*

### 3.3 Research Design

A research design is a systematic approach which provides an explanation of the search design, details regarding the sampling procedure, the variables and measurement instruments chosen for this study, data collection methods and data analysis. For this study, quantitative approach has been used to measure the results and substantiated by collection and recordal of evidence derived from the abovementioned literature review. Then, it concludes with final ideas by re-visiting the research questions and analysis. The investigation of the relationship between pay, promotion, supervision, nature of work and job performance is the whole purpose of this research.

### 3.4 Operational Definitions

**Job performance** is the measurement of performance that determined through performance management systems and systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2009).

**Job satisfaction** refer to a positive emotion that comes from the evaluation of one's job or job experiences (Locke et al, 1990).

**Pay** is defined as a payment received by employees against their task and responsibilities after fulfilling their jobs, including all the types of monetary and non-monetary rewards (Erasmus et al, 2001).

**Promotion** referred to the employees shifting upward within an organizational structure or hierarchy and receiving a new position with greater responsibility (Dessler, 2008).

**Supervision** is defined as employees need an efficient supervision that has the strong criteria to get the positive outcome in employee's satisfaction (Ivancevich et al, 2008).

**Nature of work** is known as a critical role in determining how satisfied an employee is with his or her job and how they view their job as tedious and less stimulating (Arnold and Feldman, 1996).

### **3.5 Sources of Data**

This research paper examined primary and secondary sources of data.

#### **3.5.1 Primary Data**

A primary data source is an original data source, that is, one in which the data are originated first-hand by the researcher for a specific research or problem. Sekaran & Bougie (2000) stated that primary data is information that first obtained by the researcher on the variable of interest for the specific purpose of the study. In this research, questionnaire surveys were used as a research tools to collect data. A set of questionnaire were distributed to employees of Company AB to obtain data.

#### **3.5.2 Secondary Data**

Zikmund (2003) defines secondary data as “data that were gathered and recorded by someone else and for a purpose other than the current needs of the researcher are called as secondary data”. Secondary data were used in this research to gather more information based on the views of another. Secondary data here refers to the primary data that was collected by someone else or for a purpose other than the current one. Journals from Emerald, Scopus, Science Direct, Google scholar, newspapers, government reports and various statistics have been referred in this study.



### 3.6 Research Population and Sampling

The target population in this research was Company AB employees. The total number of employees working in Company AB is 320 employees and they are from various departments such as Finance and HR, Marketing, Sales, Service and VRV & Project Sales. The selection of respondents was made using a stratified random sampling, from the name list provided by the Company AB Human Resource department. The questionnaire were distributed to 175 respondents in Company AB. The number of respondents were choosed according to Krejcie & Morgan (1970) table as the total number of employees are 320. The details of the head-count of Company AB will be presented on below Table 3.1.

Table 3.1  
*Total Employees in Company AB*

No.	Department	Number of Population	Number of Sample
1	Finance and HR	32	19
2	Marketing	41	22
3	Sales	63	28
4	Service	96	63
5	VRV & Project Sales	88	43
<b>Total</b>		<b>320</b>	<b>175</b>

### 3.7 Measurement

Questionnaire is the tools that will be used in this study. Questionnaire is a structure technique for data collection consisting of a series of questions, written or verbal, that a respondent's answer. The questionnaire comprises of written and multiple choice questions. The questionnaires for pay, promotion, supervision, nature of work and job performance were adopted based on the study of 'The Relationship between Job Satisfaction and Job Performance among Employees in Tradewinds Group Of Companies' by Anuar (2011) are shown in Table 3.2 below. The questionnaires were

divided into three sections namely demographic data section, independent variables (pay, promotion, supervision, nature of work) and dependent variable (job performance). All these three sections were measured on a 5-point Likert Scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

Table 3.2

*Independent Variables and Dependent Variable Measurement*

<b>Independent Variables</b>	<b>Items</b>	<b>Source</b>
Pay	(1) My pay is adequate for normal expenses.	Anuar (2011)
	(2) I am satisfied with my pay.	
	(3) My pay is more sufficient for my living expenses.	
	(4) My pay is very secure.	
	(5) I am highly paid compared to others.	
	(6) I am paid according to my working experiences.	
	(7) Pay increase is depends on my performance.	
	(8) My pay is paid equal to the work done.	
Promotion	(1) Promotion in my organization is quite good.	Anuar (2011)
	(2) Promotion in my organization is based on job efficiency.	
	(3) Promotion in my organization is frequent.	
	(4) Promotion in my organization is fixed.	

(5) There are no limited opportunities for promotions in my organization.

(6) Promotion in my organization is based on job performance.

(7) The chances for promotions in my organization is fair.

(8) Promotion in my organization is depend on the length of service.

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Supervision

(1) My supervisor always ask advice from me.

Anuar (2011)

(2) My supervisor is a responsible person.

(3) My supervisor praises good work.

(4) My supervisor is influential figure to me.

(5) My supervisor give enough supervision to me.

(6) My supervisor is a careful person.

(7) My supervisor understand the nature of my work.

(8) My supervisor is always there to provide assistance.

---

Nature of Work

(1) My present job is fun.

Anuar (2011)

(2) My present job is satisfying.

(3) I am not bored with my present job.

(4) My present job is good.

(5) My present job is respected by others.

(6) My present job is comfortable.

(7) My present job is challenging.

(8) My present job give me a sense of achievement.

Dependent Variable	Items	Source
Job Performance	(1) Work is important to myself.	Anuar (2011)
	(2) I have mastered the important skills in my job.	
	(3) The job I do is valuable to myself.	
	(4) I have the authority in determining the way I work.	
	(5) I am confident with my capability to perform my job well.	
	(6) I can make the decision in doing my job.	
	(7) I am capable of influencing other employees.	
	(8) I have the influence in my organization where I work.	

### 3.8 Data Collection

Questionnaires were personally administered by hand to the employees at Company AB. The researcher obtained an approval from the top management of Company AB to conduct the research. These questionnaires were distributed to the employees with the assistance of Human Resource Department. The employees were given a period of one week to complete the questionnaires.

### 3.9 Data Analysis

All statistical analyses were carried out using the Statistical Package for Social Sciences (SPSS) Version 23. The analyses that were used in this study include:

#### a) Descriptive analysis

Descriptive analysis was used to describe the basic features of the data in this study. Frequency analysis is a part of Descriptive analysis was also utilized to generate the data from the demographic profiles. The frequency analysis produces an easy solution in generating and analysing number of respondents based on the demographic profiles. They provided simple summaries about the sample and the measures. Together with simple graphics analysis, they formed the basis of virtually every quantitative analysis of data. This descriptive statistic also involved frequency distribution, measures of central tendency and measures of dispersion or variability. The scale for level measurement of mean from Jamil (2002) are shown in below Table 3.3.

Table 3.3  
*Mean Score Interpretation (Jamil, 2002)*

Mean Score	Interpretation
1.00 - 2.33	Low
2.34 - 3.66	Moderate
3.67 - 5.00	High

#### b) Reliability analysis

The reliability test measures the internal consistency and stability of the multi item scales. The reliability of a measure indicated the extent to which it is without bias and consequently guarantees consistent measurement throughout time and across the

diverse items in the instrument. The test which often used in the research was the “Cronbach’s Alpha”, which determined the internal consistency or average correlation of items in the research to gauge its reliability. Each scale was evaluated for its reliability and unidimensionality. A value of Cronbach’s alpha of 0.7 or more was used as a criterion for a reliable scale. (Nunnally 1978). Chin (1998) has indicated that the standardized loading for each item should be greater than 0.7 to demonstrate reliability but a value of 0.50 is still acceptable. Reliability test using Cronbach’s Alpha testing was used to establish the reliability of the variables (Sekaran, 2006). The closer the value of Cronbach’s Alpha to 1.0, the higher the internal consistency reliability is.

### c) Correlation analysis

Correlation analysis was also used to measure the relationship between pay, promotion, supervision, nature of work and job performance. The scale recommended by Pupim (2013) used to define the relationship among independent variable and dependent variable, are shown in Table 3.4, and values closer to +1 show a positive relationship. The values closer to -1 show a negative relationship while values closer to 0 represent the absence of relationship between the two variables.

Table 3.4  
*Pearson Correlation Coefficient (Pupim, 2013)*

Value	Strength of the Relationship
0.70 and above	Very strong relationship
0.50 to 0.69	Strong relationship
0.30 to 0.49	Moderate relationship
0.10 to 0.29	Low relationship
0.01 to 0.09	Very low relationship

#### **d) Multiple Regression analysis**

Multiple Regression analysis is a statistical tool to examine influences between variables. It also supports to realize how the typical value of the dependent variable changes any one the independent variables diverse, while the other independent variables are held fixed. This also identifies which between the between independent variables are connected to the dependent variable and to explore the forms of these relationships.

#### **3.10 Summary**

Lastly, these research methodologies explain the approaches that are undertaken by researcher to gather information. This chapter also discussed the study design, nature population, sample sources of data, data collection tool, methods and techniques that were used to come to a result of this research. Data analysis such as regression and correlation were used to measure the objective of this research on the relationship between job satisfaction and job performance.

## CHAPTER FOUR

### RESEARCH FINDINGS

#### 4.1 Introduction

This chapter presents the research findings and the results of data collected from respondents. It includes response rate, demographic profile of the respondents, reliability results, descriptive analysis, correlation analysis and lastly multiple regression analysis.

#### 4.2 Response Rate

Response rate is to identify the total number of respondents who took this survey according to the sample size determined by the researcher (Hamilton, 2009). This section is basically entails a discussion about the questionnaires circulated to the employees of Company AB, the number of questionnaires collected and also the missing number of questionnaires. Researcher printed out 175 sets of questionnaires to be distributed to the employees and only 167 sets of questionnaires were completed and returned by the respondents. The data collected for this study show 95.43% of response rate from the respondents. The summary for response rate for this study is shown below in Table 4.1.

Table 4.1

*Summary of Response Rate*

Total of Questionnaires Distributed	Total of Questionnaires Collected	Percentage (%)
175	167	95.43



### **4.3 Descriptive Statistic Analysis Results**

#### **4.3.1 Demographic Profile**

The demographic profile of respondents includes the information as such gender, age, marital status, education level, department, category, salary range and also years of service. According to Wyse (2012), demographic profile is a very important element in order to get accurate details on the characteristics of the population that participated in the survey. The summary of the demographic analysis of this study is shown in below Table 4.2.

Referring to Table 4.2, the male respondents are largely involved in this study whereby they are 71.3% (119) while remaining of 28.7% (48) were female respondents. Furthermore, the results also indicates that the dominant age group involved in this study are between age 31-40 years old with the percentage of 54.5% (91), followed by age between 20-30 years old with the percentage of 24.6% (41), age between 41-50 years old with the percentage of 18.0% (30) and lastly the respondent age 51-60 years old are the least amount of participation in this study as the percentage only shows 3.0% (5) respondents.

In the category for marital status, results from this study indicates that most of the respondents are married with the percentage of 67.7% (113) and there are 29.9% (50) of them are still single. On the other hand, 1.2% (2) are divorcee and another 1.2% (2) are widow.

While when it comes to the issue of academic qualification of the respondents, it shows that 3.6% (6) are Masters holders, followed by 49.1% (82) of the respondents are Degree holders, 29.3% (49) respondents have gained a qualification of Diploma,

8.4% (14) respondents are SPM level qualification and remaining 9.6% (16) respondents have other education qualifications.

The majority of the respondents were from Service department that is 37.1% (62), and the next is VRV & Project Sales team that is 24% (40) respondents, followed by 16.2% (27) are from Sales Department, 12% (20) of them are from Marketing Department and 10.8% (18) are from Finance and HR Department. These respondents are divided into two categories namely, Executive group with 59.9% (100) and the remaining of 40.1% (67) are from Non-executive group.

The survey respondents reported a wide range of salary levels. The most frequently reported salary was from RM3001 to RM4500 which constitute of 43.7% (73), 31.1% (52) respondents earns between RM4500 to RM6000, 16.85% (28) respondents earns between RM1501 to RM3000, 4.8% (8) respondents earns above RM6000 and only 3.6% (6) respondents are earning below RM1500.

Lastly, the data also shows that respondents with years of service from 5-10 years are the dominant respondents with a total percentage of 36.5% (61), followed by respondents with years of service from 3-5 years in the organization are 29.9% (50), 16.2% (27) respondents are with 1-3 years of service, 10-20 years are 12.6% (21) and those are serving the organization for more than 20 years are 4.8% (8) respondents.

Table 4.2  
*Respondents Demographics Profile*

Demographics Characteristics		Frequency	Percentage (%)
Gender	Male	119	71.3
	Female	48	28.7
Age	20 - 30 years old	41	24.6
	31 - 40 years old	91	54.5
	41 - 50 years old	30	18
	51 - 60 years old	5	3
Marital Status	Single	50	29.9
	Married	113	67.7
	Divorced	2	1.2
	Widowed	2	1.2
Education	SPM	14	8.4
	Diploma	49	29.3
	Degree	82	49.1
	Master	6	3.6
	Others	16	9.6
Department	Finance & HR	18	10.8
	Marketing	20	12
	Sales	27	16.2
	Service	62	37.1
	VRV & Project Sales	40	24
Category	Executive	100	59.9
	Non-Executive	67	40.1
Salary	Below RM1,500.00	6	3.6
	RM1,501.00 - RM3,000.00	28	16.8
	RM3,001.00 - RM4,500.00	73	43.7
	RM4,500.00 - RM6,000.00	52	31.1
	Above RM6001.00	8	4.8
Years Of Service	1 - 3 years	27	16.2
	3 - 5 years	50	29.9
	5 - 10 years	61	36.5
	10 - 20 years	21	12.6
	Above 20 years	8	4.8

#### 4.3.2 Mean and Standard Deviation of Variables

Descriptive statistics provides information on mean (M) and standard deviation (SD) achieved by variables involved in this research. Researcher has used 5 point Likert scales to measure the response for all five variables, the scale rating is (5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree)

Below Table 4.3 shows the score for each variable. Overall mean for independent variables are (M=3.3614, SD=0.78896) and mean owned by job performance will be (M=3.4603, SD=.78172). According to Jamil (2002) the level of all variables falls at moderate level. Nature of work scores a highest mean compare to other three independent variables that is (M=3.6976, SD=.66687), followed by supervision (M=3.4057, SD=.75219) and promotion (M=3.1804, SD=.82261). Finally, pay scores the lowest mean of (M=3.1617, SD=.91417).

Table 4.3  
*Descriptive Statistic Result*

<b>Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>
Pay	3.1617	0.91417
Promotion	3.1804	0.82261
Supervision	3.4057	0.75219
Nature of Work	3.6976	0.66687
Job Performance	3.4603	0.78172

*Total Mean and Std. Deviation for independent variables (M=3.3614, SD=0.78896)*

#### 4.3.3 Reliability Analysis

Cronbach's coefficient alpha was computed for each dimension to determine the internal consistency reliability of the instruments used in this study. According to Sekaran (2003), the application of the cronbach's alpha is to test the consistency and stability of the study. The higher internal consistency reliability is identified when

cronbach's alpha is closer to 1. Besides, score that is more than 0.8 is good, meanwhile scores of 0.7 is acceptable and scores less than 0.6 is poor.

As depicted in Table 4.4, the cronbach's alpha values for independent variables and dependent variable attained a high test of reliability coefficient that ranges from 0.917 to 0.955 which are all above 0.07 and acceptable.

Table 4.4  
*Reliability Analysis*

Variables	Number of Items	Cronbach's Alpha
<b>Independent Variables</b>		
Pay	8	.955
Promotion	8	.938
Supervision	8	.917
Nature of Work	8	.934
<b>Dependent Variable</b>		
Job Performance	8	.920

#### 4.4 Correlation Analysis Results

Pearson Correlation Analysis is to verify the relationship of the dependent variable and independent variable. The result from this analysis was meant to determine whether the pay, promotion, supervision and nature of work have any relationship with employee job performance. Table 4.5 below shows the Pearson Correlation values for each the variable mentioned.

The general purpose of correlation analysis is to examine the association between two or more variables. The correlation among variables can be positive or negative. As stated by Pupim et al, 2013, "correlation analysis is used to measure the inter-relationship between two variables which are mutually inclusive of dependent variable and independent variables". Therefore, the correlation between two

variables represents the degree which those particular variables are related to each other. The Pearson Correlation coefficient ( $r$ ) is within the range of value from +1 to -1. Whereby, value 1 represents a positive correlation, value 0 reflects no correlation between the variables and value -1 represents a negative correlation.

Table 4.5  
*Pearson Correlation Analysis*

	Pay	Promotion	Supervision	Nature of Work	Job Performance
Pay	1				
Promotion	.783**	1			
Supervision	.595**	.689**	1		
Nature of Work	.354**	.523**	.582**	1	
Job Performance	.435**	.536**	.601**	.618**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The result shows that the entire variable has positive significant correlation for each other at a moderate and strong strength of relationship between the variables. The correlation between pay and job performance is ( $r=.435$ ,  $n =167$ ,  $p<0.01$ ). This analysis shows that there is a moderate correlation between both variables. Besides, the correlation between promotion and job performance is ( $r=.536$ ,  $n=167$ ,  $p<0.01$ ), this correlation indicates strong strength of relationship between both variables.

Next correlation shown are between supervision and job performance that is ( $r=.601$ ,  $n=167$ ,  $p<0.01$ ) and also has a strong correlation between both variables. Lastly, the correlation between nature of work and job performance is ( $r=.618$ ,  $n=167$ ,  $p<0.01$ ), which show that there is a strong strength of relationship between the variables.

#### 4.5 Multiple Regressions Analysis Results

The function of multiple regression analysis encourages the researcher to examine and investigate how well the independent variables could be used to predict the dependent variable. This analysis is commonly used to make assumption on the value of a variable that relies on the value of two or more variables in a research.

Table 4.6  
*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 <sup>a</sup>	.481	.468	.56991

a. Predictors: (Constant), Nature Of Work, Pay, Supervision, Promotion

*Multiple Regression Analysis Results*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.362	.263		1.377	.171
Pay	.049	.079	.057	.615	.539
1 Promotion	.096	.100	.102	.966	.336
Supervision	.283	.088	.272	3.203	.002
Nature Of Work	.453	.084	.386	5.364	.000

a. Dependent Variable: JP

According to Table 4.6, researcher summarize that the R square value shows result of .481, which means that independent variable only explains 48.1% of the variation in the dependent variable. It concludes that the pay, promotion, supervision and nature of work only influence 48.1% towards employee's job performance. The remaining 51.9% were influenced by other factors that were not included in this research.

Besides, Table 4.6 illustrates the independent variables examined in this study. It shows that the value for pay is ( $\beta = .057$ ,  $p > 0.05$ ), promotion ( $\beta = .102$ ,  $p > 0.05$ ),

supervision ( $\beta = .272$ ,  $p < 0.05$ ) and nature of work ( $\beta = .386$ ,  $p < 0.05$ ). Pay and promotion didn't play any significance role in affecting the employee's job performance. However, supervision and nature of work have significant impact on the employee's job performance.

#### 4.6 Summary

The results and findings presented in this chapter were drawn using SPSS software. This section discussed the descriptive analysis, reliability analysis, Pearson correlation analysis and multiple regression analysis. The summary of the findings presented on below Table 4.7.

Table 4.7

*Result Summary*

No.	Research Question	Analysis	Result
1	What is the level of pay, promotion, supervision, nature of work and job performance among employees?	Descriptive Statistic	Moderate
2	What is the relationship between pay, promotion, supervision, nature of work and job performance among employees?	Correlation	All independent variables have positive significant correlation with dependent variable
3	What is the most influential variables (pay, promotion, supervision, nature of work) that predicts employees' job performance?	Multiple Regression	Nature of work and Supervision



## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

In this chapter, the main focus is going to be on the deeper perspective of the research findings which were discussed in Chapter 4. These sections also covers discussion on the relationship between variables, the influence between relationship of pay, promotion, supervision, nature of work and job performance, make recommendations to the organization and conclusion.

#### **5.2 Discussion**

The motive of this study is to identify the relationship between pay, promotion, supervision, nature of work and job performance in Company AB. This study consists of four independent variables which are pay, promotion, supervision and nature of work while job performance is the dependent variable.

Meanwhile, this study also focuses in measuring the levels and the relationship of pay, promotion, supervision, nature of work and job performance among the employees, followed by on the most important variable that influence the employees' job performance in Company AB.

##### **5.2.1 Research Objective 1: To examine the level of pay, promotion, supervision, nature of work and job performance among employees.**

Based on this study, the level of pay, promotion, supervision and nature of work have discovered the overall mean value of 3.3614 and mean owned by job performance is 3.4603. This result shows that the respondents are somehow moderate satisfied with

the current benefits provided to them by the organization referring to mean score interpretation table by Jamil (2002). According to Table 4.5 above, the respondent's level of satisfaction is ranked as nature of work, supervision, promotion and pay. As per the said table, the high attribute goes to nature of work.

According to Aziri (2011) the level of job satisfaction is within the range of extreme satisfaction and extreme dissatisfaction. In the other context, it's also state that feelings of accomplishment on success in her/his job also has a positive relationship with job performance (Kaliski, 2007). A statement from Arnold and Feldman (1996) nature of work plays a serious role in determining the employees satisfactions towards his/her job and they may view their job as tedious and less stimulating. The type of work they perform also must provide opportunity to learn and personal growth as well (Robbin et al., 2003). Employees also prefer job that is challenging and interesting to make them feel satisfied and contribute their full commitment to perform (Nel et al, 2004).

### **5.2.2 Research Objective 2: To identify the relationship between pay, promotion, supervision, nature of work and job performance among employees.**

The findings from this research show that pay and job performance has significant positive relationship on job performance. The result for this relationship is supported through the correlation analysis value of ( $r=.435$ ,  $n =167$ ,  $p<0.01$ ). "An effective pay system in an organization shows its growth and expansion to build a good relationship between job satisfaction and job performance" (Lai, 2011). Pay is an important factor for the company to attract and retain their employees. Company AB

employees concerned with recognition/appreciation and remuneration benefits such as salary, fringe benefits, allowances, wages and bonus. The demand for high salary contributed by increased cost of living, rise in the inflation rate and the desire to improve their lifestyle. “Monetary benefits have become necessity rather than an opportunity” (Singh, 2010). Employees expect their pay to commensurate with their qualifications, skills, capabilities and knowledge they have rather than just follow the company’s pay scale. According to Moorhead and Griffin (2010) fair treatment provide in pay distribution will make the employees feel more satisfied to perform their job well and lead to increase of their performance and productivity in the company.

Secondly, the findings from this study show that promotion and job performance also have a significantly positive relationship. The result is supported by the correlation analysis value of ( $r=.536$ ,  $n=167$ ,  $p<0.01$ ). Employees always look for advancement and development on their job. Employee has a belief that, promotional practices determinant their contributions and accomplishments to the organization, leads to their satisfaction and good performance (Ahmad and Shahzad, 2011). Every employee looks forward to give their level best to be a performer and move from one position to another position. Promotion also encourages employees to performance extra as they will be recognised for their achievements. Employees have higher level of job satisfaction and improved performance when they are given good promotional practices. It is found that positive relationship between promotion and job performance can be due to the high level of fair promotion (Nimalathan and Brabete, 2010). Those employees who have received advancement of promotion are more motivated to perform better in their daily tasks.

The next issue to consider is the relationship between supervision and job performance, which shows significantly positive relationship. The result is supported by the correlation analysis value of ( $r=.601$ ,  $n=167$ ,  $p<0.01$ ). A study done by Shokron and Naami (2009) demonstrates that there was a positive relationship between supervision and job performance. Those researchers stated that the employees could perform better and be more satisfied with their tasks when they received clear guidance and instructions from their supervisor. Employees prefer the supervisor to provide them quality guidance related to their job as it will ensure them to complete the task timely and effectively. The past study by Moorhead & Griffin (2010) states that a good supervisor should be able to recognize the needs of employees, assists employees to accomplish those needs and inspire them to achieve high performance in the organization. Supervisor and their employees need to establish relationship based on mutual dependencies within assigned and accepted roles. For an example, when the tasks given to the employees are uninteresting, ambiguous or stressful, the supervisor needs to be supportive and considerate in order to boost their employees' satisfaction.

Finally, the findings from this study have found a positive significant correlation between nature of work and job performance. The result is supported by the correlation analysis value of ( $r=.618$ ,  $n=167$ ,  $p<0.01$ ). We are aware that job satisfaction cannot be separated from the meaningful work that we do. It is the duty of supervisor or manager to make work meaningful for their employees so that they can be satisfied with their job and due to these employees will show positive response in the performance (Ramayah et al., 2001). A study done by Arham et al (2011) found out that there was a positive relationship between nature of work and job performance, stated that the interests and challenges of nature of work were

related to increase the employees' job performance. The meaningfulness of job, autonomy of job, and the job challenges are likely to lead or influence the employees to contribute or perform well in their job. Employees will be more productive when they are satisfied with their job role. In another study by Schermerhorn (1991) stated that employer can focus on rearranging work such as job enrichment, job rotation, and job enlargement to increase the satisfaction of employees and to avoid the feel of bored, dull, and unchallenging in their tasks. The work rearrangement will motivate employees to perform well in order to increase their job performance in the organization.

**5.2.3 Research Objective 3: To determine the most influential variables (pay, promotion, supervision, nature of work) that predicts employees job performance.**

Based on the multiple regression analysis, pay, promotion, supervision and nature of work only influence 48.1% towards the employee's job performance and the remaining 51.9% were influenced by other factor that was not included in this research. This study produce that the results of pay and promotion are not significant in influencing employee's job performance. The independent variables that significantly influences employees' job performance will be supervision and nature of work.

From the results, the most influencing predictor will be nature of work for Company AB employees. As such, Schenk (2001) explains that many employees are satisfied with the rewards and benefit but not the nature of the work that they perform. In another study, Basset (1994) also mentioned that highly paid employees may still be

dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. Employees mainly prefer a good, challenging and not boring job, this will boost their job performance as well (Opkara, 2002).

According to Al-Hussami (2008) employee's job satisfaction on nature of job also includes the expectation on the job that the organization supply to the employee. Employee prefers jobs that will be able to give knowledge and skills. The job that they do must be challenging and provide opportunity to improve themselves to grow further. In the context of betterment of nature of work for Company AB employees to be more satisfied is by increasing their job performance by making job rotation, job enlargement like knowledge enlargement and task enlargement as well as job enrichment and the target should be accessible for employee (Jitendra, 2013).

The second most influencing job satisfaction dimension will be supervision. Company AB employees preferred to have excellent supervision and guidance from their Supervisor or Manager in order to perform better. According to Jitendra (2013) a good working relationship with your supervisor is needed at every stage with his/her professional inputs to make the employees feel good and confident to perform their job. This also encourages the employees to move forward and built a good performance in their work. Supervisory mentor and support may help to increase employees' confidence to work with the employer (Scanduraa and Williams, 2004). When the supervisor provides excellent mentoring, skill will be developed and intention to remain and provide their best mind-set will be build (Jitendra, 2013).

### **5.3 Recommendation**

This study provided an idea to Company AB to realize the importance of the relationship between pay, promotion, supervision, nature of work and job performance. Company AB need to focus into the supervision and nature of work more as it has the most influence on employees' job performance. Company AB can introduce mentor-mentee programs to allow the leaders and subordinates to work more closely. It can help to build stronger relationship between the supervisors and subordinate and help to increase the employees' job performance. Employees may feel more satisfied with this kind of approach. Besides, Company AB also can clearly define the job role or job descriptions for each level of employees. It may help employees to understand better on their job role before the start their job. Employees who have better understanding in their roles may have good performance as well.

Furthermore, this study will be more valuable if it can include the entire respondents from all levels and all departments to enhance the consistency of the results. This is because the researcher did not have the chance to get all the employees in Company AB participate in this survey.

It is also recommended to conduct this research in other subsidiaries of Company AB. This is because it can help to identify differences of opinions from various countries according to their culture, practices and needs. This study on the job satisfaction on employee should be taken seriously to gain benefits such as increased productivity and creativity, low turnover rate and most importantly instil the sense of ownership to business in the minds of employees.

Researcher also recommend this study to be done on other industries and sectors as well, to understand the overall job satisfaction and job performance to draw confident results. These recommendations can assist to cover the gaps that the researcher was not able to accomplished in this study, hoping that future study will have more convincing results.

In addition, the researcher who intended to carry out the study in future should equipped with the knowledge related to job satisfaction and job performance so that will be able to provide useful information to the respondents before the survey questionnaires are passed to them to answer, thus the respondents will understands the questions asked in the questionnaires.

#### **5.4 Conclusion**

In a nutshell, findings from this study show that pay, promotion, supervision and nature of work have significant impact in Company AB employees' job performance. However, the most influencing predictor is nature of work and supervision. The study conveys suggestions to Company AB that they should start focusing whether the job scopes are sufficiently challenging to the employees and open doors for them to learn and secure the ways to climb the career ladder. The job given to the employees should be equivalent to the knowledge and skills they have gained. In such it will help them to be more satisfied with their job, and boost their job performance.

Apart from that, they must also look into the supervision or leaders contribution towards the employee's development. Supervisors need to be more proactive in handling or dealing with the subordinates, having a good understanding on the needs



of the employees is also important. These will help the organization to retain and motivate their employees to increase their performance and ensure the employees on the right track. Such employees don't work out of compulsion, but out of passion. Company AB need to discuss about job satisfaction with their employees to realise that it does not involve the employees alone but the company as a whole. For an example, when the company develops ways to deliver on these important factors, it can satisfy employees and help build a stronger, more stable and profitable future.



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## APPENDIX



### SURVEY QUESTIONNAIRE

#### **A SURVEY ON THE RELATIONSHIP BETWEEN PAY, PROMOTION, SUPERVISION, NATURE OF WORK AND JOB PERFORMANCE**

Dear participants,

I am Master of Human Resource Management student of University Utara Malaysia and conducting a survey entitled “The Relationship Between Pay, Promotion, Supervision, Nature of Work and Job Performance Among Employees in Sales and Service Organization” to fulfil the Master’s requirement of the university.

The information that you provide for the purpose of this study will be **STRICTLY CONFIDENTIAL** and for academic purpose only. Hence, your honest and accurate information are very much needed and appreciated.

I understand of your tight schedule and would appreciate if you could spend 10-15 minutes of your precious time to complete this questionnaire. If you have any questions or concern, please feel free to contact me.

Thank you so much for your time and cooperation.

Yours sincerely,

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## **SECTION A: RESPONDENT'S PROFILE**

*This section aims to collect data on employee's demographic profile.*

*Please tick (/) the appropriate box for each question.*

### **1. Gender**

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

### **2. Age**

<input type="checkbox"/>	20 - 30 years old
<input type="checkbox"/>	31 - 40 years old
<input type="checkbox"/>	41 - 50 years old
<input type="checkbox"/>	51 - 60 years old

### **3. Marital Status**

<input type="checkbox"/>	Single
<input type="checkbox"/>	Married
<input type="checkbox"/>	Divorced
<input type="checkbox"/>	Widowed

### **4. Education**

<input type="checkbox"/>	SPM
<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Degree
<input type="checkbox"/>	Master
<input type="checkbox"/>	Others

### **5. Department**

<input type="checkbox"/>	Finance & HR
<input type="checkbox"/>	Marketing
<input type="checkbox"/>	Sales
<input type="checkbox"/>	Service
<input type="checkbox"/>	VRV & Project Sales

### **6. Salary**

<input type="checkbox"/>	Below RM1,500.00
<input type="checkbox"/>	RM1,501.00 - RM3,000.00
<input type="checkbox"/>	RM3,001.00 - RM4,500.00
<input type="checkbox"/>	RM4,501.00 - RM6,000.00
<input type="checkbox"/>	Above RM6,001.00

### **7. Years of Service**

<input type="checkbox"/>	1 - 3 years
<input type="checkbox"/>	3 - 5 years
<input type="checkbox"/>	5 - 10 years
<input type="checkbox"/>	10 - 20 years
<input type="checkbox"/>	Above 20 years

### **8. Category**

<input type="checkbox"/>	Executive
<input type="checkbox"/>	Non-Executive

## **SECTION B: JOB SATISFACTION**

*Please complete all information and tick (/) the most appropriate answer for each question based on the scale below.*

### **1. PAY**

	<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	My pay is adequate for normal expenses.	1	2	3	4	5
2	I am satisfied with my pay.	1	2	3	4	5
3	My pay is more sufficient for my living expenses.	1	2	3	4	5
4	My pay is very secure.	1	2	3	4	5
5	I am highly paid compared to others.	1	2	3	4	5
6	I am paid according to my working experiences.	1	2	3	4	5
7	Pay increase is depends on my performance.	1	2	3	4	5
8	My pay is paid equal to the work done.	1	2	3	4	5

### **2. PROMOTION**

	<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	Promotion in my organization is quite good.	1	2	3	4	5
2	Promotion in my organization is based on job efficiency.	1	2	3	4	5
3	Promotion in my organization is frequent.	1	2	3	4	5
4	Promotion in my organization is fixed.	1	2	3	4	5
5	There are no limited opportunities for promotions in my organization.	1	2	3	4	5
6	Promotion in my organization is based on job performance.	1	2	3	4	5
7	The chances for promotions in my organization is fair.	1	2	3	4	5
8	Promotion in my organization is depend on the length of service.	1	2	3	4	5

### 3. SUPERVISION

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor always ask advice from me.	1	2	3	4	5
2	My supervisor is a responsible person.	1	2	3	4	5
3	My supervisor praises good work.	1	2	3	4	5
4	My supervisor is influential figure to me.	1	2	3	4	5
5	My supervisor give enough supervision to me.	1	2	3	4	5
6	My supervisor is a careful person.	1	2	3	4	5
7	My supervisor understand the nature of my work.	1	2	3	4	5
8	My supervisor is always there to provide assistance.	1	2	3	4	5

### 4. NATURE OF WORK

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My present job is fun.	1	2	3	4	5
2	My present job is satisfying.	1	2	3	4	5
3	I am not bored with my present job.	1	2	3	4	5
4	My present job is good.	1	2	3	4	5
5	My present job is respected by others.	1	2	3	4	5
6	My present job is comfortable.	1	2	3	4	5
7	My present job is challenging.	1	2	3	4	5
8	My present job give me a sense of achievement.	1	2	3	4	5

**SECTION C: JOB PERFORMANCE**

*Please complete all information and tick (/) the most appropriate answer for each question based on the scale below.*

Statement		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Work is important to myself.	1	2	3	4	5
2	I have mastered the important skills in my job.	1	2	3	4	5
3	The job I do is valuable to myself.	1	2	3	4	5
4	I have the authority in determining the way I work.	1	2	3	4	5
5	I am confident with my capability to perform my job well.	1	2	3	4	5
6	I can make the decision in doing my job.	1	2	3	4	5
7	I am capable of influencing other employees.	1	2	3	4	5
8	I have the influence in my organization where I work.	1	2	3	4	5

**Thank you for your participation.**